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Executive Registry

78-5168/18

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1 December 1978

DD/A Registry

Per-12

MEMORANDUM FOR: Deputy Director for Administration
Deputy Director for National Foreign Assessment
Deputy Director for Operations
Deputy Director for Science and Technology
Chairman, Executive Career Service Board

FROM : Deputy Director of Central Intelligence

SUBJECT : Publishing Promotion Lists

REFERENCES : (a) Multi adse memo from DDCI dtd 7 Apr 78, subj:
Uniform Promotion System
(b) [REDACTED] dtd 18 May 78, subj: Uniform
Promotion System

STATINTL

1. The referent memorandum indicated that one provision of the Uniform Promotion System would be that the lists of those promoted would be published and available to all employees. Experience with this procedure now indicates that in some instances publishing the number of promotions in lieu of the names of those promoted may be preferred by some components in the Career Services.

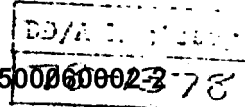
2. In view of the above, the Head of each Career Service will authorize publication of promotion lists either (a) using the names of those promoted, or (b) listing the number of promotions by grade, without names. A separate determination will be made for each Office (or Division in the Directorate of Operations). You should encourage the publication of names where security and other essential operating considerations do not preclude this.

[REDACTED]

Frank C. Carlucci

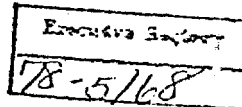
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REFERENCE

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7 APR 1978

*Final
as revised*

MEMORANDUM FOR: Deputy Director for Administration
Director, National Foreign Assessment Center
Deputy Director for Operations
Deputy Director for Science and Technology
Chairman, E Career Service

FROM: Frank C. Carlucci
Deputy Director of Central Intelligence

SUBJECT: Uniform Promotion System

1. Many of the personnel policies of the Agency have been carefully reexamined during the last several months. We have concluded that the Agency and its employees will benefit from the adoption of a more uniform Agency-wide promotion system. The adoption of such a system, as described in this memo will increase employee awareness of promotion opportunities and will ensure more promotion headroom by implementing existing Agency regulations concerning identified marginal performers. We recognize that each career service has unique characteristics and problems which require consideration. This new approach will allow recognition of that uniqueness, but will also call for more expanded statements of promotion criteria by the several career services.

2. The new approach to establishing this promotion system will be based on the following precepts:

a. A minimum target for annual promotion of qualified people by grade will be established and published by each career service as an aid to each employee's career planning. The Office of Personnel will work with each career service in creating these promotion targets.

b. These promotion rates will be sustained for the most part through normal attrition, but additionally it will be necessary to apply aggressively the current regulation () for the identification of the bottom three percent evaluated annually. The bottom three percent is not simply determined by ranking, but also by an absolute determination of the employee's value and potential as assessed by the evaluation panels and career service boards.

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c. As a further protection to the employee identified in this process, the career services will establish an independent panel to review each case on its individual merits and present its findings to the head of the career service.

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d. The common criteria for promotion in all career services are presently set forth in [REDACTED]. Further guidance on these precepts is under study. The career services should carefully consider [REDACTED] with a view to adding specific criteria as applicable to each particular career service or subgroup. The publication of these specific criteria will further the individual employee's understanding of how selection for promotion is achieved, and how to become qualified for promotion. Any additional promotion criteria must be developed and published by the career services by 15 May 1978.

e. As already established for the D Career Service, the rankings and recommendations for promotion from the evaluation boards and panels can only be changed by the Director.

f. There will be established and published a uniform promotion schedule for all career services (i.e., all GS-09's will be promoted in the same month, etc.). The Office of Personnel will work with the heads of the career services in establishing an Agency-wide uniform promotion schedule for all grades. The lists of those promoted will be published and available to all employees.

/s/ Frank C. Carlucci

Frank C. Carlucci

Distribution:

- Orig - DDA
- 1 - Each additional addressee
- 1 - DDCI
- 1 - ER
- 1 - D/Pers
- 1 - DDA Sub [REDACTED]
- 1 - JFB CH [REDACTED]

O/Personnel

Rewritten: DDA: JFB [REDACTED] (7 Apr 78)

Rewritten: DDCI: FCCarlucci:sm (7 Apr 78)

Approved For Release 2001/09/05 : CIA-RDP81-00142R000500060002-2
This Notice Expires 1 June 1979

PERSONNEL

[REDACTED]
18 May 1978

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REFERENCE

UNIFORM PROMOTION SYSTEM

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1. Many of the personnel policies of the Agency have been and are being carefully reexamined. One of the conclusions is that employees and the Agency will benefit from the adoption of a more uniform promotion system throughout the Agency. The adoption of such a system will increase employee awareness of promotion opportunities and will ensure more promotion headroom by implementing existing Agency regulations concerning marginal performers. It is recognized that each Career Service has unique characteristics and problems which require consideration. Modifications of the Agency's promotion system will allow recognition of that uniqueness by the use of more expanded statements of promotion criteria for each Career Service.

2. The establishment of uniform promotion schedules by grade will be keyed to the scheduling of fitness reports followed by panel evaluations and by recommendations for promotions. The intention is to have the whole system ready for implementation beginning 1 October 1978. Meanwhile, actions are already being taken to incorporate each new feature as it is developed into the Agency's promotion system. These will include the following:

a. A minimum annual target for promotion of qualified people for each grade will be established by appropriate Career Services or Sub-Groups and published. This action will be completed in June.

b. Promotion rates will be sustained for the most part through normal attrition, but additionally it will be necessary to adhere more strictly to the current separation regulation ([REDACTED]) subsequent to identifying the bottom three percent of employees competitively ranked each year. As a protection to the employees identified in this process, the Career Service will establish independent panels to review each case on its merit. The panels will assess the employee's value and potential. Their findings will be furnished to the Head of the Career Service.

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18 May 1978

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PERSONNEL

c. The common criteria for promotion in all Career Services are set forth in [REDACTED] Specific Career Service criteria will be published and made available to further the employee's understanding of how selection for promotion is achieved and how to become qualified for promotion.

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d. All Career Services will use an evaluation panel system to determine promotion eligibility. Rankings and recommendations for promotion made by an evaluation panel can only be changed by the Director.

e. A uniform promotion schedule for all Career Services (i.e., all GS-09's will be promoted in the same month, etc.) will be established and published. The Office of Personnel will work with the Heads of the Career Services in establishing a schedule for each grade. Promotion lists will be published.

STATINTL

[REDACTED]
Frank C. Carlucci
Deputy Director of Central Intelligence

DISTRIBUTION: ALL EMPLOYEES